

APPENDIX B: TERMS OF REFERENCE

(November 6, 1996 Steering Committee Meeting)

STUDY ON THE STATE OF THE USAID/PVO PARTNERSHIP

Purpose: To provide an assessment of the current state of the USAID/PVO relationship, as a way of celebrating past achievement and progress, and of highlighting for those who will follow us (at USAID and on the ACVFA) areas where there remain unresolved issues or problems. An overriding assumption behind this assessment is that, hopefully, there will soon be renewed discussion and support for development assistance as an essential but now under-appreciated component of our overall foreign policy. The current USAID/PVO partnership, while stronger than ever, is an essential component of that discussion and evolution. The ACVFA—appointed by the Administrator to advise him—is the obvious vehicle to sponsor and undertake this assessment.

Process: Once this terms of reference is agreed by USAID and the proposed ACVFA members to serve on the project's steering committee (Tom Fox, Vivian Derryck, Bill Reese, and Lou Mitchell), ACVFA (the Secretariat, with advice from the ACVFA chair) will engage a consultant to work with the ACVFA Secretariat, advised by a joint USAID/ACVFA steering committee. He/she must be respected by both USAID and the PVO community, and with no special “axe to grind” on the issues. His/her and the Secretariat's charge will include:

1. Review key documents, like the current USAID policy paper on PVOs, the ACVFA final report from the previous Administration's committee, the CDIE study, the current ACVFA Status Report on ACVFA Recommendations, and other current relevant documents and data (like grants/contracts awarded, etc.). These documents, and others, will form an important and useful bibliography to the final paper.
2. Prepare an outline of key points/concerns, to assist in structuring the rest of the exercise and to use as an interview tool. (See below for some possible groupings.)
3. Interview a minimum of 15 to 20 USAID and 15 to 20 PVO officials, people who can represent perspectives from the field as well as from Washington. This will entail field visits to meet with USAID and PVO staff, as well as FSNs and local NGOs.
4. Draft a 25 to 35 page paper for ACVFA review at its March quarterly meeting.
5. Finalize as an ACVFA paper, with guidance and approval by the Steering Committee, by the end of March, 1997. Our current thinking is that the final paper would briefly describe the changed context within which the USAID/PVO relationship now operates, note the problems this study addressed, describe the lessons we have

learned within our partnership and conclude with a section on future challenges. It will be prudent mixture of broad principles and practices and specific, even technical examples.

Issues: We would expect the review to address at least the following and, as noted above, these topics could also form the basis for the initial outline to guide the original interviewing process:

- the philosophical complementarity of USAID and PVO programming priorities (cf. the April 1995 USAID Policy on PVOs, which examines the mutuality of interests, and the Leslie Fox article in the December 1995 JANIC proceedings).
- the exemplary level of effort expended by USAID on the dialogue and consultation process with PVOs (including but certainly not limited to the role of ACVFA—the USAID-ACVFA dialogue about gender roles in sustainable development provides a nice example). Other areas of consultation have included: the USAID/PVO Task Force, PVO participation on the working group that drafted the PVO Policy, Town Meetings involving PVOs and other Agency partners, USAID’s bi-weekly Partnership Meetings, the Office of Private and Voluntary Cooperation’s annual Request for Applications (RFA) Workshop and strategic planning meetings, and other public USAID fora on such topics as Strategic Partnerships in Non-Presence Countries.
- the programmatic and substantive collaboration between USAID and PVOs, and the fact that some program areas lend themselves to a more symbiotic relationship than others (e.g., the New Partnerships Initiative); discrete programming within the four elements of sustainable development; humanitarian assistance, disaster relief, and transitions; and women in sustainable development.
- collaboration on informing/engaging the American public about developing countries’ needs and importance, including but not limited to the Development Education Program, Lessons Without Borders, and other possible joint USAID/PVO public outreach efforts necessary to ensure long-term sustainable development programs rather than emergency relief.
- PVOs and re-engineering and, specifically, opportunities, challenges or problems that re-engineering poses for the USAID/PVO partnership, e.g., culture change related to consultation, participation, partnership, accountability; the Agency’s results orientation and related perceptions of a bias towards contracts, etc.
- procurement questions; reforms promulgated to date and experience with implementation; the need for more system in place e.g., clearer guidance, to ensure implementation.
- increased USAID and PVO emphasis on local capacity-building.